

How organizational wellbeing influences service quality

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<p>The purpose of this research was to find out how organizational wellbeing influences service quality. Due to the fact that business is very competitive today, many researchers are trying to find out ways on which the organizations can compete against their main competitors.</p> <p>In the beginning of literature review the factors of organizational wellbeing are described and then followed by the factors which show the dimensions of service quality. There are six factors which have been presented having effect on the organizational wellbeing, leadership, communication, organizational support, environment, managing organizational stress, and managing diversity. In the study of service quality SERVQUAL model has been adopted. The SERVQUAL model presents five dimension of the service quality which are reliability, responsiveness, tangible, assurance, and empathy.</p> <p>This research is a qualitative case study in one organization. Since the objective of this research was to find out how organization wellbeing influences service quality in practice, interviewing with open questions was used as the research method. Interviewing was chosen as the data collection methodology, because it yields deeper data than form based research. Data was collected from the manager of the case company in Finland 2012. The data was analysed from the recordings and notes. The results showed that wellbeing plays a great role in improving service quality. When the organizational wellbeing is emphasized, it results in more satisfied employees, after a period of time it turns into commitment towards the organization which eventually results into service quality resulting from committed employees and well served customers. Promotion of organization wellbeing can help the organization to reduce costs as the number of sick leave gets lower. Also satisfied customers promote the image of the organization positively, which leads to broad customer base and increases revenue.</p> <p>Improving service quality requires a serious involvement and readiness for change within the organization. The management needs to have good strategies on how to create a good working environment, how to motivate their employee and make them committed towards their job, by doing that the organization will be profitable.</p>	
Keywords Organizational wellbeing, service quality, service organization	

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1 Introduction

1.1 Background of the topic

As the current financial challenges continue to bite it is clear that increased stress and anxiety at work affects many employees and leads to reduced performance and increased absenteeism at work. Taking care of the emotional health and resilience of staff is vital to surviving and thriving in these difficult times in the business world (Bratton & Gold 2005). Many companies are looking for different marketing strategies to gain competitive advantages, but they should develop the wellbeing of the employees in their organization, as well. The management of the organization plays a great role in creating organization behavior and the culture through which the employees will be committed to offer high quality services, and hence customer satisfaction, which builds customer relation to the organization (Viitala 2007). Therefore the aim of this research is to provide manager of the case study with knowledge and understanding on how organizational wellbeing at work influences service quality delivery.

Based on the author's knowledge and skills acquired in the degree program, wants to provide the organizations with understanding and importance of promoting organization wellbeing and its relation to the service quality. The concept of organizational wellbeing in this research is attacked on the following points of views, how to create happy organization, how to create a positive atmosphere at working place, how to prevent employees from taking sickleaves, how to reduce stress and anxiety at work, how to reduce conflicts at work, how to motivate employees and how to build good relationship between employers and employees, how to create organization behavior and organization culture through which the employees will be able to provide quality services with no obstacles, and hence yield high revenue. In this case the author thinks that the organization will be able to deliver quality service and hence customer satisfaction, customer loyalty and high organization profit (Bowie & Buttle 2004).

If you agree that wellbeing is about the way that people experience their lives in both positive and negative ways then work related wellbeing is important to both the employer and employees. In Finland employees spent about 7.5 to 8 hours at work every day, which makes a total of, at least, 37.5 hours in a week, or 150 hours in a month. In this case it is true that some people will be stressed out, and therefore, conflicts, as well as lack of motivation, can occur at workplace, which can effect the organization negatively. The author of this thesis intends to provide organization with the idea of wellbeing, so that the organization will be able to create a positive atmosphere among the employees. The positive atmosphere makes it easier to cope with work stress, enhances employees commitment, reduces conflicts and fight which can provide the organization with profits in terms of employee commitment and better performance at work and hence better service quality, customer satisfaction, good image, customer loyalty and improvement of organization's brand image (Holtz 2000).

A happy organization is created as a result of promoting organisational wellbeing in its organization. In this research various factors, which have an impact on organizational wellbeing will be discussed. In the literature review the author divides the research topic in two parts, the first part discussing about the factors of organization wellbeing and the second part discussing about the dimensions of service quality. In the latter part of the thesis the relationship between wellbeing and service quality will be shown followed by the findings made at the case studied company, named Service Oy. There are six factors which have been identified as the factors which can effect on organizational wellbeing; these factors are leadership, perceived organization support, communication, managing organization stress, and managing diversity. On the other side five dimensions of service quality from SERVQUAL model have been discussed in the second part. The dimensions are tangible, reliability, responsiveness, assurance, and empathy (Parasuraman & Zeithaml 1988).

Since customers are more demanding for high quality, organizations are today required to compete more vigorously with fewer employees. The much referred globalization tendency has remarkably fast reconstructed the work life, so the scope of the topic is

very vast. Its significance at the moment is very high due to the high competition in today's market. Due to the increased competition, employers are also placing increasing demands towards employees to be more productive, innovative and to constantly improve their skills. The increase of work pressure and busy life has led to situation where diminishing supply of workforce is struggling with increasing productivity expectations. Consequently, there have been a lot of discussions, surveys, researches carried out regarding promotion of organizational wellbeing and its consequences in service quality. Unfortunately, most of the organizations are still unable to deal with organizational wellbeing management in their organization and that results to poor performance, poor quality, more unsatisfied customers, more stress, conflicts and poor brand development. The scope of this study is limited to the understanding of managers in Service Oy.

1.2 Thesis aim and objectives

The main objective of this research is to show the importance of promoting organizational wellbeing in relation with service quality. Research results are to reveal how organization and employees understand the value of promoting their wellbeing and its consequences in service quality. Furthermore, the research aims at exploring how organization can gain competitive advantage through promoting its wellbeing, thus organization will be aware of how to promote its organizational wellbeing in order to achieve their goal and vision. It is actually based on the managerial level as the concept of organizational wellbeing is new and my study is limited to the understanding of the manager in the case study.

In order to answer the research problem precisely, the empirical part of the research contains the manager understanding, their knowledge and opinions, about organizational wellbeing and service quality so that the organization could have a wide picture of their organizational wellbeing and service quality. On the other side the author understands that the employees are in good position to promote their own wellbeing too, so that they will be able to perform their work effectively. This will lead to future research question how individual employees promote their own wellbeing at Service Oy.

1.3 Justification of the research

The reason why this topic has been chosen by the author is because in the present the customers are more demanding for high quality and competition is very high.

Therefore this study deals with the importance of promoting organizational wellbeing. It provides discernment which should be helpful for the organization to enable them to achieve its goal and gain competitive advantage. Expectantly it will stimulate the organization to consider more strategically and systematically the promotion of organizational wellbeing which in return will enhance customer satisfaction, rise of their image, customer loyalty, brand development and brand identity.

In addition to that the success of the service organization depends so much on the competence of the employees and the technique used by the organization that enables them to achieve its objectives. Therefore, if the organization fails to create a happy organization through which work will be easily performed, it's impossible to find out qualified service, which would lead to the success and profitability of the organization.

The personal interest of the author in wellbeing at work accounted much when choosing the topic for this research. The primary topic of research at the Service Oy was to create an employee assistance program (EAP). The idea was developed further by various colleges. During the process the author saw the need to help the management of Service Oy to promote wellbeing and improve the organization service quality. This resulted in the main research question of this thesis, which is "How organization wellbeing influences service quality". The factors which have effect on organizational wellbeing will be discussed with the dimensions of service quality. The relationship between organizational wellbeing and service quality will be discussed with the findings made at Service Oy.

2 Literature Review

2.1 Key concepts

Guest and Conway define wellbeing in terms of six constructs including a manageable workload, personal control over job, support from colleagues and supervisors, positive relation at work, a reasonably clear role, and a sense of control of involvement in changes in the organization. In the other cases wellbeing can be defined as a strain. The strain is defined as psychological, physical or behavioral response to stressors (LeFevre 2003). Stressors are used to indicate organization's conditions which require adaptive responses from employee (Jex 1998). If the employee's response to a stressor is either neutral or positive then it's not considered as a strain (Cooper & Quick 1999). The negative impact is a strain upon an employee's efficiency, effectiveness, satisfaction and performance. On the other side the strain is manifested in forms of job dissatisfaction, absenteeism, poor performance, anxiety, depressed mood, headache, coronary heart disease and employee turnover (Jex 1998 & Cooper 2001).

Grönroos (1994) defines service quality as a perceived judgement resulting from an evaluation process where customers compare their expectations with the service they perceive to have received. Grönroos also suggested that service quality could be split into technical quality (what is done) and functional quality (how it is done). Berry and Parasuraman (1988) argue that service quality is a perception resulting when customers compare their expectations to their perceptions of service received. Early researches have shown that the word "service quality" have triggered exceptional amount of attention since mid-1940s. Articles and journals started to increase throughout the years, which provide implications for further in-depth research. In the early 1980s, service quality became the major topic within the circles of researchers right down from health care industry to the hospitality industry (Brown 1994, 21-29).

2.2 Factors of organization wellbeing

The following part will explain the factors of organizational wellbeing and how it influences service quality. There are six factors which have been identified and will be explaining in detail below. Although it should be noted that the six factors are not the only factors which effect on the organizational wellbeing, these are just a few examples of what organization can change to promote its wellbeing and hence improve service quality. Wellbeing is a very big area and there are many things to consider when organization wants to improve its organizational wellbeing. The presented factors should be taken as an example to help the organizations to start promoting their wellbeing in order to improve their service quality. The following figure shows the factors of organizational wellbeing.



Figure 1. Factors of organizational wellbeing

The figure 1 above shows the factors of organizational wellbeing that means each of the bubble influences the organizational wellbeing at work. An organization which manages to create the positive atmosphere within the organization will create a happy organization, which will result in satisfied employees, committed feeling, sense of belonging among the employees, good relationship and good communication at work, reduce turnover. Also wellbeing at work can help to reduce sick leaves as a results of less employees stress and better commitment. Due to the fact that wellbeing enhances employees satisfaction and the more employees are satisfied the more likely they will perform well at work and thus will results to customers satisfaction. The brand image is a part of employee satisfaction, as employees are major part of brand, it's important for the organization to understand the importance of organizational wellbeing and service quality, because through it the organization can create strong brand to attract new customers and hence yield high revenue. The following part explains each of the factors of organizational wellbeing in more detail.

2.2.1 Leadership and supervision

Due to the complex set of socio-economic pressures such as the intensifying economic competition, advances in technology and shift to a service oriented economy have forced organizations to shift towards more decentralized structures in which employees are encouraged to take more responsibility (Houghton & Yoyo 2005). Due to the fact that leadership play a great role in shaping and influence organization culture and behavior to which will results on increase organizational service quality, customer satisfaction and loyalty, competitive advantage and organizational performance. Many researchers have shown a great focus on empowering leadership and its advantages in the organization effectiveness and high performance. If managers are able to manage their leadership style, leadership can be important driver of success of empowered organizations (Dewettinck & Ameijde 2008).

In relation to organization wellbeing, leaders within the organization can influence the way employees will react and behave, this depend so much how the organization will communicate with the employee, positive perception of the organization management

will create an obligation within employees to react equitably by showing positive attitudes and behavior. Several researchers have indeed shown a positive relationship between management and effective commitment (Gould & Davies 2005).

Managers occupy a central position in realizing core business objectives and might therefore have a more direct impact on their subordinates motivation, commitment and discretionary behavior. The organization which provide positive relationship with the employees are in the high level to achieve the organization goals and hence high service quality. An historical analysis by (Pearce 2003) provide typology distinguishing four main leadership types each focusing on specific set of behaviors, directive, transactional, transformational and empowering leadership, therefore good leadership within the organization will enable to provide positive atmospheres through which employees will perform their work and hence high quality service, good leadership will reduce conflicts at work (Poole & Jenkins 1997).

In the study made by an insure company in Finland 1008 Finns were asked about the biggest challenges at work. The respondents were from 18 to 74 years-old, 39% of the respondents said that trouble at work is bad leadership. Also 39% said that the bad atmosphere was trouble at work. 35% said too much work was a trouble. Uncertainty of work was also said by 27% of the respondents. Inefficiency was said by 26%. The leaders were more criticised by the male workers. 42% of the male said the bad leadership is a problem. 36% of women said the leadership was a problem (Helsingin Sanomat, www.hs.fi).

According to Salo (2009) there are other things like decision making which can affect the way employee react at work for example stress to the employee, if the manager fails to make a good decision which create a sense of positive at work. There are other many researchers who argue that leadership strategies impact on an organizations overall effectiveness, and that the effective utilization human resources can give an organization competitive advantage (Richard & Johson 2001).

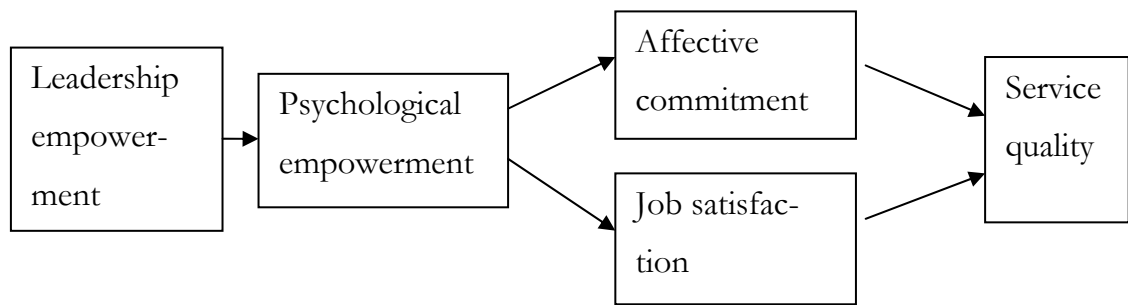


Figure 2. Leadership influences service quality (Dewettinck & Ameijde 2008).

2.2.2 Perceived organizational support

Perceived organizational support can be defined as an employee's perception that the organization values his /her contribution and cares about employee's wellbeing (Eisenberger 1986). Due to the increased attention in the service economy researchers have linked organizational support to organizational commitment, job satisfaction, organizational citizenship behavior (Babakus 1999) and employee turnover (Boyle 1997), thus the better understanding of organizational support may help the organization to reduce stress, conflicts, ultimately increase employee job satisfaction as well as organizational commitment and reduce employee turnover. Many researcher have shown that employees who feel fulfilled and are happy with their jobs tend to perform significantly better in achieving customer satisfaction and customer loyalty (Homburg & Stock 2004).

There are numbers of attentive through which the organization can help the employee and create a sense on which the employees can feel the sense of belonging within the organization, for example the organizational manager could help the employee to develop their carrier, having meeting to discuss about different matters relate to work and try to find out some obstacles which can hinder employee to perform his or her work, Some researcher have shown that motivation factor can also be used to motivate the employee and create employee commitment thus the more employee are committed to their job the more unlikely they will quite their job (Hamwi 2008)

According to Rodwell (2008) shown that in order to meet the needs for praise and approval and to determine the organizational readiness to reward greater effort to meet

organizational goals, employee form global beliefs about the organization commitment to them, in that case such beliefs form the basis for perceived organizational support which in turn increase employees affective organizational commitment, as well as the belief that increase effort in the job will be rewarded. Therefore the organization which provide support to the employees will create a positive atmosphere and build trust to the employees through which the everybody will be satisfied and willing to perform his /her work with no problems. In relation to the organizational wellbeing the more the organization are able to provide support to the employees the more the employee feel the sense of belonging and that sense of belonging will easily create a positive feeling for the employee towards their work and hence service quality (Holtz 2000).

2.2.3 Organizational environments

Organization environment can be described as the area to which the work is being performed, many researcher have shown there the relationships between working environment and wellbeing, thus there are many environmental stressors which can affect the organization wellbeing for example thermal factors, lighting aspects, moisture, noise and vibration, radiation, and chemical compounds. It has been shown that exposure to these stressors can cause both short and long term effects. Due to the fact that employee disengagement is increasing its important to provide workplaces that positively influence employee wellbeing (Pech & Slade 2006). Engaged employees have an energetic and effective connection with their work and look upon it as challenge rather than stressful (Bakker 2008).

Therefore since there is big connection between the working environment and organization wellbeing thus the management should focus more to provide sustainable environment which will enable the employees to perform their work efficient and that will enhance high service quality. According to Smit & Pitt 2008 suggest that working place may be key root cause of organization stress. Many researchers have indicated that improving the working environment reduces complaints and absenteeism and increase more productivity (Roelofsen 2002). Workplace have been associated with job satisfaction and the perception of workplace quality have a significant effect on building users psychology (Jahncke 2011).

Good working place may be of huge advantage to the company because it will contribute to the positive atmosphere in which help to maximize the employees feeling happy and healthier, in America it has been reported that the reasons for many employees to quite their jobs some of them are relate to working environment like no windows, no ventilation, therefore in today competitive business the organization should be able to maintain their working environment so that it will be more engaged and convinced to work. A range of literature exists relating to different elements of the workplace in contributing to productivity such as personal control, privacy, interior planting, personalization, color and windows and lighting (Akimoto 2009).

Workplaces environment should be regarded as a strategy for productivity enhancement and management issues need to be considered in the design of work place, good workplace may be conducive for productivity. Safety and security can also be considered when providing good working place because people are happier when they feel more secure.

2.2.4 Communication

Communication can be defined as the process of transferring information or message from one point to another (Motlatla 2004). Since the organization can be viewed in two different viewpoints the employer side and managerial side, therefore communication can be of mutual benefit to bridge the gap between this two side. Many researchers have shown the link between communication and organization wellbeing that can result in great work satisfaction and high performance.

Many researchers has indicated that communication at work can results to great work satisfaction and productivity. The clearer the communication is in the organization the more it can increase the positive atmosphere in which every body will be easily satisfied and committed with his or her works. Regular communication encourages employees since they will know what is expected form them (Riley 1995).

Communication has a key role when the organization want to get all employees to strive towards the same goals it easy for employees to be more committed when they know what is happening in the organization and why. In this context the organization which manage to communicate effective with the employee there is high position to achieve their organizational goals than those who are not able to communicate effectively. In service industry communication are the most important assets to enhance customer satisfaction and provide service quality, organization which does not practice effective communication it might lead to customer's dissatisfaction, employee's dissatisfaction as well as poor services quality. Therefore communication practice might be of high benefits to the organization to achieve service quality, customer's satisfaction and enhance customer relationship (Buchanan & Huczynski 2004).

Due to the existence of competition in today business many organizations have started to study their communication systems in order to appraise their effects on the effectiveness of their organization. This initiative commenced with studies related to communication effectiveness and its relationship to job satisfaction the two variables of communication and job satisfaction are directly related to a company's efficiency and achievements therefore the good communication hence job satisfaction. According to (Francis 1989) has viewed organizational communication to have two commonly goals first as information tool to inform the employee about their tasks and about policy and other issues of the organization, and the second goal as to create a community within the organization (Francis 1989 & De Ridder 2003).

While giving the instruction to the employees the supervisor must make sure that the employee understands what exactly to do. The instructions should be made clear this will help to avoid misunderstanding which come as a result of poor communication.

2.2.5 Managing organization stress

The increase of work pressure and busy life in today business world have affected many employees and find it difficult to manage their stress, and due to this reason many employees are suffering from depression and stress (Cooper & Cartwright 1994).

Work stress researchers appear to agree that job stress is a serious problem in many organization globally therefore it's important for the organization to be more innovative to find ways on how to identify stressors which might affect employee performance. There are many researcher who have identified different ways on how to deal with organizational stress and promote organizational wellbeing this include; employees flexibility, provide good working environment for work to be done, create organization culture on which the employee can be able to share their skills and knowledge and support to each other, all this will help to create happy organization and rise the employees commitments (Gill & Pratt 2008).

Increase the rewards effectiveness may have a positive effect within the organization, due to the fact that increase of hardness in today economy many employees find themselves in bad situation and this can affect organization performance. Some researchers shows that many employees today are suffering from stress due to financial crisis. The literature on the impact of reward is extensive, show that many of the studies have shown the positive link between a rewards practice and high performance (Guzzi 1985). Managing organizational wellbeing is about positively promoting health and positive environment of organization, encouraging employees and help them to feel fitter and happy. Thus the health of the workforce both physical and psychological will be a major contributor to the success of the organization and hence high organization performance and gaining competitive advantages (Vergara & Gardner 2009).

Through couching and create employee assistance program the organization can find it easy to reduce stress by hiring outsources assistance to assists, in today competitive business the organization need to invest quite much on their employees in order to reduce employees stress and hence high performance. Organization can create different kind of wellbeing activities within the organization through which the employees within the organization can engage and make their healthy more better, for example Yoga, meditation, massage this can be easily done with less cost, organization may create this activities by themselves or can hire some proffesional to come and offer it. Many researchers have linked the relationship between stress and employees absence at

work thus the more stressful the employees are the more they will be absent at work therefore the organization are facing challenge how to deal with stress in order to improve the organizational performance.

Managing organization stress could also help to reduce organization conflicts and hence positive atmosphere within the organization, because some of the conflicts happen as a results of people being so stressed therefore managing of organization stress could cut down the number of conflicts at work. Among other thing it can help the employee to manage their work and their normal life for example families as many researcher has shown the link between work and family issues can be a major source of employee getting stress if they cant manage it. Other researches have shown the importance of helping employee to maintain their mental and physical health in order to reduce their stress level and hence healthier organization as healthier employee are more likely to perform their work effectively than those with healthier problems (Gill & Pratt 2008).

2.2.6 Managing diversity

Due to the increase of diversity in labour force in today business world many researchers have shown the significance of the organization to manage diversity can be of high benefits (Kondola 1996). Managing diversity has its original in the USA it rationale is usually attributed to projection of the Americans labor force which indicated that white males would form a minority of few entrants in the labor force by the year 2000 (Johnson & Packer 1987). However it has been argued that managing diversity will be more increasingly influential In the UK (Kondola 1994). In relation to the organizational wellbeing understanding that there are differences among employees and that these differences if properly managed are an asset to work being done more efficiently and effectively it's very important for the organization. Example of diversity factors are race, culture, ethnicity, gender, age, work experience and disability.

Managing diversity can bring more benefits to the organization since it enables the employees to feel more positive and thus will enhance high performance at work and in return service quality, customer satisfaction and employee commitment will be

achieved. Managing diversity will ensure more creativity in working place since the cooperation between employees will enhance easy learning from one another in term of team working and thus will ensure the organization high performance. Among other things managing diversity at work ensure service survival through resilience and flexibility, reduce cost associated with turnover and absenteeism since the more organization are able to manage diversity the more employee will perceive the sense of belonging , sense of support and thus will increase more commitment towards their work (Rose & Schneider 1992).

The increase of aging population in Europe and other places in the world it shows that it will have an impact on demographic change and thus diversity in the labor force will be high, therefore managing diversity it's another marketing strategies for organization to enhance service quality and customer satisfaction. Some other research has linked managing diversity with conflicts reduction at work thus the more organization manage its diversity the more employee will be able to work together as team towards the organization goal. Diversity may be a source of conflicts if the organization are not able to manage it properly. The Human resource management should be able to understand its organization and its diversity so that it will not cause any problems (Kondola 1996).

Due to the fact that every person has its own personality and way of doing things so the HR has to create an organization in which this difference will not be seen as an obstacle, otherwise it will affect the work performance. The difference exist between employee at work can hinder the performance, people can easily feel offended, upset and even oppressed so the big challenge for organization (HR) is how they can bridge this gap so that employee will be able to work together and cooperate. Therefore the notion of managing diversity may increase the ability of the organization to have organization culture which enable everyone to forget his /her difference and adopt in the working culture easily. In other culture for example women cannot give order to men or men and women cannot shake hands or sit together so if the organization is able to deal with these differences then there is potential for organization to achieve its mission and goals.

Diversity may affect team work if is not well managed, as differences may contribute easily for employees to react different thus the organization who are willing to manage its diversity may hence it easy for employee to work together in team and hence high performance. Managing diversity may be help the employee to be united they will perceive the sense of togetherness and learn how to understand one another in positive ways and hence high service quality employee who perceive the sense of togetherness are more unlikely to quit their jobs. Any organization with diversity must insure that they create a good working environment and culture, so that every employee adopt into the working culture and not bring his or her own culture at work. Its very important to understand that people from different places has their own ways of perceive things and their own culture, so the organization need to insure that the employees don't bring those differencies into work places because it easily caused conflict and fight.

In other culture man consider themselves as superior than women, so if the organization fail to understand these differences it can easily appear at work place, and it might be a source of conflicts especially for others who does not share the same point of view, the author of this thesis has experience this kind of issues at Service Oy. Other things can be the issue of bad attitude and ignorance, jealousy, hatred among employees these can also cause very much conflicts if the organization fail to manage it well. For the author point of view thinks that the management is in good position to control all of these conflicts, if the organization creates a good working culture these altitudes will not show at all, employees will be able to respect each other and forget their differences.

Organization must set up very strictly rule against conflicts, if the employees seems to fight so much with no reasons call meeting to discuss seriously about the source of conflicts and find the solution quick, apart from that set up a strictly punishments for it, by doing that the employees will stop fighting for no reason. Sometime people feel to fight because they know the organization will not take any action like any punishment thus he or she feels okay to start conflicts or fight. Set up strictly punishments

otherwise it might cause big fight and employees can injure themselves. Apart from that organization need to understand conflicts has an effect to work performance. Employees who fight so much cannot work together in a team work and that will affect the work performance negatively and hence poor service quality.

2.3 Service quality

In today's increasing global competitive environment, delivering quality service is regarded as an important strategy for enhancing customer satisfaction and loyalty. In order to be successful in this environment, organizational managers are supposed to ensure that the attitudes and behaviors of their employees are consistent with the expectations of their customers and the organization. Due to the fact that in service company the performance of employees having frequent ability and willing to help and interact with customers is central to deliver quality service (Choi & Chu 2001; Tsaor & Lin 2004). Early researches have shown that the word service quality have triggered exceptional amount of attention since mid-1940s. Articles and journals started to increase throught the years which provide implications for further in-depth research (Brown 1994, 21-29).

Service quality becamas apparent through the debates of services marketing which were about goods and business during the early days. As nations industrialized, the marketing discipline began to take shape and service quality became unavoidable topic between marketing scholars. It has been suggested that an organization cannot achieve success in today's business environment without delivering superior service quality. Profit impact of market strategy research reports that companies that offer superior service can charge 8 percent more for their products (Gale 1992), while achieving above average market share growth (Buzzell & Gale 1987) and profitability (Phillips 1983). It has been concluded that excellent service is profit strategy because it results in more new customers, more business with existing customers, fewer lost customers, more insulation from price competition and fewer mistakes requiring the re-performance of services (Berry & Parasuraman 1994).

Service quality can be defined as the capacity to exceed customers' expectations (Berry et al. 1988) as far as the service company is concerned service quality is extremely important because it reflects an organization's capability to work effectively and also to brand themselves and hence customer satisfaction. However, service quality is difficult to quantify because of the very nature of service itself. (Berry et al. 1988) and (Parasuraman et al. 1988) argue that service quality is a perception resulting when customers compare their expectations to their perceptions of service received. According to (Grönroos 1994) define service quality as a perceived judgement resulting from an evaluation process where customers compare their expectations with the service they perceive to have received, also suggested that service quality issue could be split into technical quality (what is done) and functional quality (how it is done)

Many researchers have shown that employee performance has a major impact on customers' perceptions of service quality thus the employee can affect so much in quality perceived during the service delivered, for example if the waiter doesn't smile when attending the customers it might create a negative atmosphere for the customers toward the service and hence customer dissatisfaction. Therefore in order to create a positive and welcoming atmosphere the person attending to the customers should smile and show welcoming atmosphere to the customers so that the customers would feel sense of belonging and welcoming and this will direct result to customer satisfaction.

Many researchers has also find out that when service quality levels are high, there is lot of benefits company can benefits from, this include cost savings, and increased market share (Thompson 1985). Other researchers have also shown the relationship between service quality and customer satisfaction thus the more customers perceive service quality the more they will have long relationship with the organization. The organization should also understand the customer satisfaction has a positive impact on company profitability as it enhances customer loyalty and influences customers future repurchase intention and behaviors. Among other things service quality plays a great role when an organization wants to differentiate their service form those of their

competitors thus the more the customers perceive quality the more organization get their image good.

Customer perceived service quality has been given increased attention in recent years due to the fact that it contributes much in business competitiveness. SERVQUAL a model developed by Parasuraman is the most prominent and widely used model for measuring service quality. In the SERVQUAL scale identified five determinants of service quality which are tangibles, reliability, responsiveness, assurance and empathy as part of the 22-item SERVQUAL scale for measuring service quality. In this research I adopted the SERVQUAL instrument developed by (Parasuraman et al. 1988) which suggests there are five dimension of perceived service quality as it will be explained below. Due to the fact that service quality plays a critical role in understanding consumer behavior and customers satisfaction, thus the organization has to understand the dimension of service quality so that they can offer the best service as they can and hence customers satisfaction.

This dimension can also help the organization who want to penetrate new markets and those who want to re-examin their current market needs (Kivela 1999) Service quality is difficult to measure objectively, due to the fact that services have been described as Intangible, heterogeneous and inseparable (Zhao 2002). Therefore a number of different scales have been developed to measure service quality. The SERVQUAL scale has been used in studies on different issues concerning service quality and in a variety of different industry and culture settings. It also has been widely tested for its validity and reliability (Babakus & Boller 1992). Although some of these studies failed to support the five dimensional factor structure. Parasuraman et al. (1994) defended the framework on conceptual and practical grounds. The figure 3. below is a visualization of the dimensions of service quality.

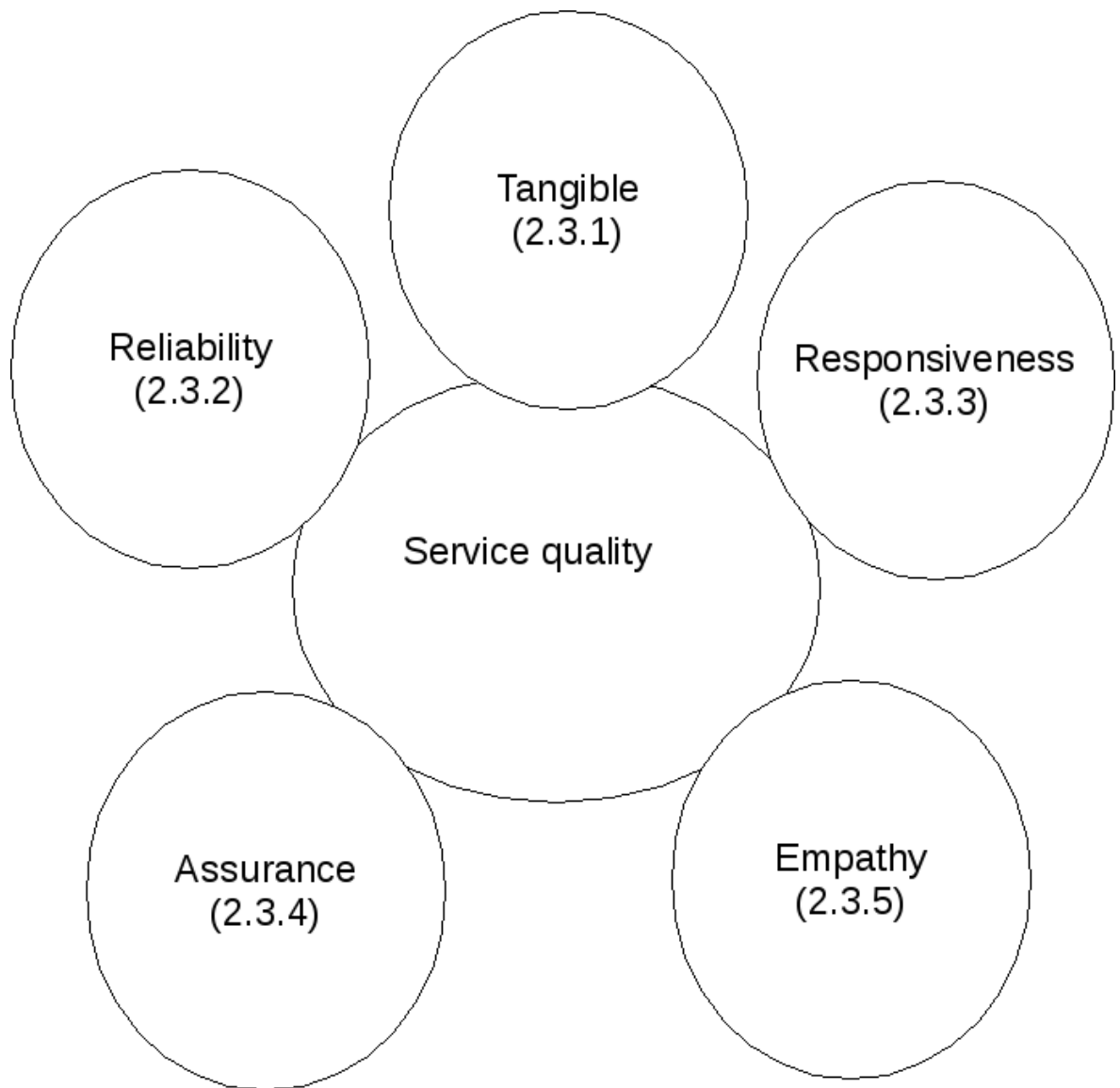


Figure 3. Dimensions of service quality (Parasuraman et al. 1994)

2.3.1 Tangible

Tangible in service organization can be explained as the physical appearance of facilities at work, personnel, and equipment used to perform the work, as far as the service company is concerned service are intangible therefore the ability of the organization to give the service more tangible features can give added value to the service and hence the customers perceive the quality easily than those which doesn't have tangible features. Service is the main output in service industry as its characterized by tangible feature in the personality, appearance, attitude and behaviour of the service provider thus employees became part of the product, represent the

organization and help to form the image of the organization (Hartline & Jones 1996). In that case the organization especially the human resources management including employees are the key determinants of service quality, customer satisfaction and loyalty, competitive advantage, organizational performance and business success (Bitner 1990).

According to (Kandampully 1997) shows that many organizations are keen to provide quality service but many of them do not know how to manage customers' expectations effectively because of the inherently intangible nature that make it difficult to define service quality. Generally a high level of service quality is expected to lead to customer satisfaction and to better customer loyalty and higher organizational profits.

According to Czepiel (1980) refer to intangibility of service as key issue in service organization, intangibility present organization with a complex task to satisfy customers under the constraints of economic efficiency and competitive advantages. Service typically require direct human contact, customers and employees interact with each other within the organization therefore the organizations environment should support the needs and preferences of both service employee and customers simultaneously.

2.3.2 Reliability

Reliability is the ability of the organization to perform the service they promised dependably and accurately, for example the service might be ready in the first time at agreed time, the organization willing to solve the problems immediately and perform the right service. Many customer are more likely to be committed if the organization provide what they promise in a given time, therefore the organization which are able to provide what they promise are more likely to be trusted than those which fail to provide the service they promise. Competitive advantage in service organization derives highly from the service provider's ability to deliver high quality service.

Many researchers has shown that service quality increases customers satisfaction which in return relates to repurchase intentions, customer retention, market share, and financial return (Soterious & Chase 2000). Reliability has often been cited as the most

important dimension in assessing the quality of service and is therefore a fundamental requirement for businesses to compete in the marketplace (Cook 2002). However, many services are labor intensive and human service providers make mistakes as a results a high percentage of service failures are result of human mistakes in the delivery process, which may results to customer's satisfaction or unsatisfied customers (Stewart & Chase 1999). Other research has shown that although it is difficult for service organization to have guarantee on providing service quality, there is possibility to adjust some mistakes and hence more service quality (Soterious & Chase 2000).

Many researchers suggested that mistake prevention can help to improve service quality (Stewart & Grout 2001). Service recovery has been suggested as another instrument to improve service quality, service recovery can be referred to steps that organization are intended to identify and correct service failures, many researchers have shown a positive linkage between service recovery and customer satisfaction, loyalty and future business (Miller 2000). Empirical evidence suggests that service recovery is a very effective way of enhancing service quality because although the vast majority of customers will not express their dissatisfaction with a service encounter but making an efforts to identify service mistakes may be of organizational benefit, the majority of customers who encounter problems will remain loyal to the service company if their problem is resolved (Fitzsimmons & Fitzsimmons 2001).

2.3.3 Responsiveness

Responsiveness is the ability of the organization in providing prompt service, the ability of the organization to inform the customers when the service will be performed and the willingness to help the customers. In service industry responsiveness can be shown when the employees have enough competences and skills to offer the promised service without any obstacles. Other researchers have shown that the ability of the organization to respond to changes in customers need will bring more profit to the organization as the customers will be more satisfied with the service. Therefore the mangement need to prepare the frot line employee to be able to interact with the customers and render experience so that the memories will stay in the mind of the customers and hence customer relationship.

The role of service quality is widely recognized as being a critical determinant for the success of an organization in today's competitive environment, any decline in customer satisfaction due to poor service quality would be a matter of concern. Consumers being more aware of rising standards in service, prompted by competitive trends, have developed higher expectations. Marketing literature suggests the way to satisfied customers is through satisfied employees (Grönroos 1981) Other researchers have linked the customer satisfaction and employee satisfaction thus the management within the organization need to understand and respond to the needs and concerns of employees so that the employee will be eager to serve the customers and hence the quality to be perceived (Bitner 1990).

2.3.4 Assurance

Assurance can be explained as the ability to convey trust and confidence, the behavior of the organization to create a sense of confidence in customers, the ability of the organization to create atmosphere in which the customers will feel safe, the employee will be respectful to customers and the knowledge of the organization to answer customers question concerning the offered services. This will give provide the customer sense of trust that the needed services will be provided, for example in the internet services many customers want to be assured that they will get the services because the contact between the customer and seller is not seen so in this context the customers demand quite much assurance so that they can trust the organization and hence customer relationship.

Researchers have shown that customer satisfaction is closely related to interpersonal trust (Geyskens 1996), and is considered as an antecedent of trust therefore the ability of organization to provide trust to the customers will ensure them with more customers' satisfaction and hence high revenue. In the research done by (Zeithaml & Bitner 1990, 20) assurance was rated as third important dimension of the five, assurance seem to be extremely important for companies whose service involve high risk and or outcome is difficult to evaluate like baking , medical service etc (Zeithaml & Bitner 1996). The author would not count laundry service as a high risk business. But

its important that staffs in the organization conveys trusts and confidence to their customers.

2.3.5 Empathy

Empathy can be described as the individualized attention provided to customers, the ability of the organization to understand specific needs of the customers. The level of caring and individual attention provided to the customers is very important in achieving customer satisfaction and perceive value. Due to the fact Service quality has been recognized as highly important for satisfying and retaining customers (Reichheld & Sasse 1990). Therefore Service organizations seeking sustainable competitive advantage should therefore pay more attention to service quality improvement (Jun 1998). The quest for ensuring consumer satisfaction has been widely held as the key to organizational success. Therefore the organization must understand what their customers want because most service involve interpersonal contact wich require much care and attention (Mersha & Adlakha 1992).

In one research they have indicated that empathy is critical variable for the quasi-manufacturing services, implying that caring and individualized attention affect the customer's perceived Satisfaction. Due to the fact that the business exist in very competitive environment the organization need to increase their ability to provide service quality. Since the service involve much contact between customers and service providers then it's important for the employee to care and give more attention to the customers which in return will results to more customers' satisfaction and customer loyalty. Empathy is often seen as crucial to the effective achievement of customer centeredness (Bensing 1996). Empathy requires efforts and involves risk taking, positively it enables the customer to feel valued as an individual (Mearns & Thorne 2000).

2.4 Relationship between wellbeing and service quality

Since a service is more intangible in service organization wellbeing is crucial in the building of service excellence. Ultimately, the success of service organizations often depends upon the performance of its employees (Chang & Schneider 2002). Employ-

ees are an important source of competitive advantage in many service organizations (Pfeffer 2005). Therefore organization wellbeing can affect quite much by improving efficiency, productivity and cost structure if it's well managed by the organization. One of the organizational performance and effectiveness measurement is service quality within the organization, therefore it's important to point out the important of organizational wellbeing.

Since quality exist in the mind of the customers the author point of view is to prepare positive atmosphere within the organization so that the employees are able to render experience to the customers and that it will be left to the customers whether to perceive quality or not. The table 1. below shows the relationship between wellbeing and service quality.

Table 1. The relationship between wellbeing and service quality (developed by author)

Organizational Wellbeing	Organisation affection	Dimension of service quality
Environment	Working equipment, staffs, intension to stay, tools, uniforms.	Tangible
Leadership	Motivation, learning , commitment, growth	Reliability
Communication	Employee's satisfaction, competence, commitment, fairness, cooperation, reduces conflicts.	Responsiveness
Organization support	Motivation, commitment, employee satisfaction, credibility, customer satisfaction, knowledge, courtesy, Competence.	Assurance
Managing stress	Less sick leave, commitment, willingness to help customers, willingness to work, and happy organization.	Empathy
Managing diversity	Creativity, team work supportive, commitment, feeling of belonging, cooperation's.	Assurance

As it has been explained above organizational wellbeing is very important in service industry, because service involves much of contact between employees and customers. Since the employees and customers are connected in the service process it's important for the employees to be willing to perform and help the customers accordingly and that will result to customers' satisfaction and customers' loyalty. It should be market that the facts of organization wellbeing does not connect direct with the factors of service quality instead the factors of organizational wellbeing it creates an organization where employees are more committed and feel positive to offer and interact with the customers and thus in return results to more satisfied customers which in this case quality can be perceived. Organizational wellbeing as marketing strategies can bring more profit to the organization in today business world.

Zeithaml and Berry (1990) have shown that the leadership within the organization has an important role to influence good organizational behaviour and organizational culture. Thus the organization which is able to choose good leadership style it can influence more commitment and willingness of employee to perform their job effectively and hence customer satisfaction Therefore leadership has an effect to organizational wellbeing as it influences employees to feel more positive, committed and willing to work and all this will enhance service quality, since the more customers are satisfied the more they have perceived value for their money.

Employees are one of the key elements in the operation of a successful organization. Having the right employees will greatly enhance the likelihood of success for any organization. There is much academic study has shown recruitment, selection and the training of employees that will be of great important in providing organizational service quality (Conrade 1994) thus the promoting of organization wellbeing play a great role in shaping the employee to be more committed and love their jobs and hence them to providing service quality to the customers. Therefore leadership plays great role in changing employee's behaviour and culture and thus will have an effect in service quality.

Schneider (1994) have shown that organizational support and justice is a combination of resources distribution, decision making and treatment practices that people in general experience positivity. Organizational justice means people within the organization perceive their input and the rewards they receive to be in balance, that means the organization make a decisions based on fair rules and that the management especially supervisor treat everybody fair, that the management will be trusted and respected (Linda & Tyler 1988). Perceive organization support has shown to predict a wide range of employees work attitudes and behaviours, such as organization commitment and job involvement as well as willing to support decisions and decision makers (Greenberg & Colquitt 2005).

The presence of organizational support and justice it has an effect to organizational wellbeing and thus will result to more organizational commitment and job involvement which in this case is an element of service quality as the more the employee are committed to their job the more they are willing to render an experience to the organizational guests and thus will enhance customers satisfaction and customers loyalty. According to (Rutter & Maughan 2002) has shown that organization support can be an important factor in defining social and psychological atmosphere in organizations, perceive justice among employee can be potential predictor of overall performances. Therefore there is very much relationship between organizational wellbeing and service quality. That means the factors of organizational wellbeing influence the factors of service quality and in return it effect on overall performance and hence competitive advantage.

Other researchers have shown the link between organizational environment and service quality that the management has to understand the operational environment of their organization in provision of high service quality. The provision of high quality service has become essential to survive and many organizations are attempting to implement various management schemes. Research has shown that organization needs to be aware of the organization environment in order to ensure the success of quality improvement (Schneider 1994). Good organizational environment will create the right attitude to the employees towards their jobs and thus the attitude for service is the key

aspect towards service quality. Due to the fact that in service industry the vast majority of its output is characterized by intangibility, heterogeneity and simultaneous production and consumption thus the management within the organization should be aware of creating the appropriate climate through which work will be performed and hence service quality.

One of the most important issues a service organization faces is how to motivate service employees to perform their roles well, and this is because in service organization there is very much contact between customers and person who is providing the service and thus will easily affect the customer perception regarding the service. This aspect of services brings into sharp focus the vital role that service employees play in the delivery of high quality service (Parasuraman et al. 1988). Therefore due to this nature the organization wellbeing plays a vital role in motivating the employee and creating a positive atmosphere so that the customer expectations will be met and hence customers satisfaction and customer loyalty.

According to the findings of (Zeithaml & Bitner 1996) identify three key factors that impact on employee delivery of quality service to organizational standards, human resources policies, matching supply and demands, and customer role. According to their finding it seems that there is much relationship between service quality and human resources practice that there is much need for the human resource practice to manage internal service and employee performance. Internal services refers to the quality of workplace benefits, human resources management and climate for employee wellbeing provided by the organization. High level of internal service are linked to high level of customer satisfaction through employee satisfaction (Schlesinger & Heskett 1991; Schneider & Bowen 1993). Therefore high level of employee satisfaction are linked with increase of employee loyalty as well as customer satisfaction.

According to Parasuraman 1988 have shown the positive and direct relationship between service quality and overall customer relationship. Customer's perceptions of service quality consist of how well the whole relationship fulfils their expectations and perceptions of service quality. Have also observed that their instrument (SERVQUAL)

can be used to evaluate the relative importance of the dimensions of quality in influencing customers overall perceptions of a service. The relative weight that customers seem to give to each quality dimension can be determined. According to one result it shows customers are quite consistent in both their imputed and their direct rankings of the importance of the service quality attribute. In one of the (Parasuraman et al. 1988) reliability was demonstrated to be the most important dimension and empathy the least important.

3 Methodology

3.1 Research position

This chapter will provide the introduction to the research methodology in details. In the first section, the research position is presented followed by the justification of the methodology in section 3.3 thereafter, the research procedures in section 3.4 along with the data analysis in section 3.5. The final section in this chapter will address the limitations and ethical issues in section 3.6.

Research methods are the technical practices used to identify research questions, collect and analyse data, and present findings (Payne & Payne 2004, 149). There are many research methods available to researchers who want to express their theoretical interpretation through techniques of data analysis. The term research has been used in so many contexts and with such a variety of meanings; it is difficult to sort it out. The most common approach is qualitative and quantitative methods. Qualitative and quantitative methods both have roles to play when supporting a theory.

Qualitative research methods are research methods that characterize, describe and explain the phenomena being researched. They differ from the quantitative methods in that they dwell deeper into cases being analysed. The research is based on lower number of cases being studied and hence more resources are used for each case. The goal of using the qualitative methods is not to generalize the results to all the possible settings, but to understand a specific part of the phenomena being researched. The data in the research is qualitative, meaning that it can be presented as words and pictures, and in some cases also be encoded with numbers.

Qualitative methods of gathering data have been used in many studies throughout the 6 years. According to Strauss and Corbin (1998, 10), “qualitative research” means any type of research that produces findings not arrived at by statistical procedures or other means of quantification. It can refer to research about person’s lives, lived experiences, behaviours, emotions, and as feelings as well as about organizational functioning, social

movements, cultural phenomena, and interactions between nations. In this approach qualitative method can be used to explore substantive areas where researchers learn about which little is known and gain understanding. According to Silverman (1993) in Strauss and Corbin (1998, 175) “qualitative methods are especially interested in how ordinary people observe and describe their lives”.

Quantitative method is defined as a method seeking regularities in human lives, by separating the social world into the empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be exported by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Payne & Payne 2004, 180). There has been a great development of quantitative research, employing such rough approximations of the experimental design as the controlled observation of natural processes, or the correlational analysis of cross- sectional surveys (McCall & Simmons 1969, 240). Quantitative in its simpler form, consists of the counting of how frequently things happen and presenting these frequencies as summaries in tables and graphs extended by looking at how two or more factors connected.

Qualitative researches share certain features as the following (Payne & Payne 2004, 176):

- The core concern is to seek out and interpret the meanings that people bring to their own actions, rather than describing and regularities or statistical associations between variables.
- They treat actions as part of a holistic social process and context, rather than as something that can be extracted and studied in isolation.
- They set out to encounter social phenomena as they naturally occur (observing what happens, rather than making it happen).
- They operate at a less abstract and generalized level of explanation.
- They utilize non-representative, small samples of people, rather than working from large representative samples to identify the broad sweep of national patterns.
- They operate at a less abstract and generalized level of explanation.

- They focus on the detail of human life.
- Rather than starting with a theoretical hypothesis, and trying to test it, they explore the data they encounter and allow ideas to emerge from them.

The author has chosen qualitative study for this research as it involves taking part in the daily activities and observing the details of organizational wellbeing and service quality, reaching to a deeper understanding of the factors that sets about in promoting organizational wellbeing and in good service quality. With qualitative method, it allows the author to focus on a small group of management and an employee in Service Oy as a result creates dimensions to evaluate the organization wellbeing and service quality in the Service Oy.

3.2 Justification of the methodology

Since the objective of this research is to find out perceptions /interpretation of Service Oy on how they promote their organizational wellbeing and hence service quality therefore the focus of the study is about service organization thus findings cannot be implied to some other sectors. A case study approach combining with qualitative research methods seems to be the most appropriate way for this specific study in order to evaluate the factors of organizational wellbeing and service quality and discover the defects of delivering good service quality. There has been a few definitions on case study, Yin (2003, 13) describe it as; “A case study is an empirical inquiry that investigates a contemporary phenomenon and context are not clearly evident”.

Payne and Payne (2004, 31) define case study as a detailed study of a social single unit. The social unit is usually located in one physical place, the people making up the social unit being differentiated from others who are not part of it. Case study research has excelled in bringing an understanding of a complex issue and extends experience or adds strength to what is already known through previous research. It emphasizes a detailed contextual analysis of a certain number of events and because case studies focus on single, compact unit, they can be carried out on a small-scale. Researchers have used the case study method for many years across a variety of disciplines primarily in contemporary real-life situations and provide the basis for the application of ideas and ex-

tension methods. In other words, the case study as a research strategy comprises an all-encompassing method; covering data collection techniques and specific approaches to data analysis therefore a case study is not a data collection tactic but a comprehensive research strategy (Yin 2003, 14).

According to Perry (1998, 787) the research problems in a case study thesis is usually a “how do?” problem rather than “how should?” this “how do” rather than “how should” problem captures the positive versus normative dichotomies, for case study research is concerned with describing real world situation phenomena rather than developing normative decision models. To sum up, a case study is not a separate research method technique. It can be conducted as quantitative and qualitative survey methods as the approaches are likely to use “observation”, “unstructured interviews”, or “participation” as methods of collecting data. All these approaches have a similar purpose; they focus detail and the natural order of events, seeking to extract meaning and theoretical statements from the data (Payne & Payne 2004, 34).

3.3 Research procedures

As mentioned in section 3.3, the most common methods of collecting data associated with qualitative research are observation, interviews and participation which include fieldwork. The case study reported in this research focuses on interview in order to reach the understanding of how organization wellbeing influences service quality. The author has chosen semi-structured interview method as collecting data in this research. According to Bernard (1988) semi-structured interviews are in depth interviews they plough a path between the structured and unstructured, with a semi-structured interview the interviewer and the interviewee are equal partners. Basically the interviewer knows the areas he or she wants to cover with the interviewee, but allows the interviewee the options to take different paths and explore different thoughts feelings. The reason why the author chosen semi-structured interview is because Semi-structured interviews are often preceded by observation, informal and unstructured interviewing in order to allow the researchers to develop a keen understanding of the topic of interest necessary for developing relevant and meaningful semi-structured questions. Also

the inclusion of open-ended questions provide the opportunity for identifying new ways of seeing and understanding the topic at hand.

Characteristics of semi-structured interview (Bernard 1988):

- The interviewer and respondents engage in a formal interview.
- The interviewer develops and uses an 'interview guide.' This is a list of questions and topics that need to be covered during the conversation, usually in a particular order.
- The interviewer follows the guide, but is able to follow topical trajectories in the conversation that may stray from the guide when he or she feels this is appropriate.

Advantages of semi-structured interview (Bernard 1988):

- Many researchers like to use semi-structured interviews because questions can be prepared ahead of time. This allows the interviewer to be prepared and appear competent during the interview.
- Semi-structured interviews also allow informants the freedom to express their views in their own terms.
- Semi-structure interviews can provide reliable, comparable qualitative data.
- The semi-structured interview guide provides a clear set of instructions for interviewers and can provide reliable, comparable qualitative data.

The respondent of this research is the management from Service Oy , the reason is that the author intention is to find the answer on how the Service Oy promote their organization wellbeing and to which extend it this wellbeing helps to improve their service quality. The interview was done in the organization in the agreed time, and the author used sound record to record what the manager said which helped when making analysis. Thus in this particular case the gathering of data was done via interview, the people interviewed was a person who is responsible for human resource management in Service Oy. The author believes that interview is the most appropriate research method because of the adaptability to the environment. Besides that, a skill-full interview can flow ideas, it can also review response and investigate motives and feelings

that the questionnaires can never do. The way in which response is made (e.g. the tone of the voice, facial expression or even hesitations) can provide information that a written research could never achieve (Bell 1992, 91). Therefore the interview should provide accurate and specific data in relation with the perception of the manager regarding organization wellbeing and its influence in service quality.

The interview questions were divided into six parts, since the author is talking about two topics **organization wellbeing** and **service quality**, the idea is to show how organization wellbeing influences service quality. Therefore the author have shown the link on how organization wellbeing influence service quality, that means organization wellbeing plays a great role in improving service quality within the organization. The six factors which have been developed by author as the factors which influence organization wellbeing have been linked with the five factors which have been developed as the factors which influence service quality to make it easy to understand.

3.4 Interview protocol

The interview followed a protocol, which provided the structure for information gathering and analysis. The interview took place at the office of the company, which participated in the study. The interview was done during two days, because it suited the company better than one long interview would have. Each of the interview sessions took one and a half hours. The interview questions were given beforehand to the company for preparation to ensure the quality of the answers and to lower the burden of answering. The manager had prepared herself for the interview. She brought material with her to the interview. Information supporting the interview was given on paper when the interview started. The framework of the interview questions was prepared and it is shown below.

Environment –Tangible

1. How do you describe your organization equipment/tools (machines), and staff appearance?
2. How the working environment influences performance of employees in your company?
3. How the working environment supports the work to be done?

4. When employees interact with customers how important is the service environment and why?

Leadership – Reliability

1. As a supervisor how do you insure the service is complete as promised and on time and without errors?
2. As a supervisor how do you describe your leadership style/approach?
3. How do you motivate and insure commitment of the employees?

Communication –responsiveness

1. How do you see the ability of your company in providing prompt (quick) service and the willingness to help customers?
2. How do you communicate organization goal and vision to the employees?
3. How do you ensure employees' willingness to perform their tasks and help to meet the company goals and vision?

Organizational support –assurance

1. How do you ensure that the employees are supported and empowered to perform their tasks?
2. How do you educate new and old employees to ensure that they are capable of doing their tasks?

Managing stress –empathy

1. How do you see the ability of your company to convey trust and confidence in customers and staff?
2. How do you promote the wellbeing of the employees?
3. How do you deal with work conflicts between employees? To what extent do these conflicts affect the work performance?
4. Do you pay attention to individual employees and see if they have difficulties doing their work? And how do you address their difficulties?

Managing diversity

1. How does multicultural (people from different places) in this organization affect work performance?
2. How do you insure they all adapt to the organization culture?
3. Are there any challenges about multicultural and how do you handle it?

3.5 Data analysis process

The interview questions were prepared before the interview in the case company. The questions were tested for clarity before the interview took place. The interview itself was tape recorded and the taped recordings were transcribed to text directly after the interview. Notes were written during the interview and the questions were tailored according to the need during the interview. The setting of the company was known when the research questions and the interview questions were planned. The interview was done in two days, which made it possible to ask new questions after the first interview was done. The data was analysed in text form. The written text was processed by summarizing the findings and comparing the results with the literature review. After the interviews were done then the next stage was data analysis method. The method which was used in this research is so called case study analysis. The manager of the case company was met after the results were summed up. In the meeting the results and conclusions based on the interviews were discussed with the manager. The results got clarified further in the meeting.

3.6 Limitation of methodology and ethical consciousness

This study is one case study research of one organization, will give an overview of how this organization promote wellbeing of their employees and to what extent this wellbeing help to improve service quality in the organization. Case study research is laborious, takes time and brings results that are sensitive. The way the research is done affects the results the researcher gets. Interview process is needed to keep the results clean of the thoughts and the own ideas of the researcher who gets the data from the field. This study followed interview process with intent to get a general picture of the case. The process can be followed to make a similar study again in the same case company or in another case company.

The results of the study are qualitative and they are based on empirical study in the case company. The case company is unique, but some aspects of it are shared by numerous companies on the service domain. The challenges of the company are not

unique, and the company utilises same kind of practises as the other companies that operate on the service domain. Therefore the results of the case study can be generalized to service companies in the same domain of operation to some extent. Although the results are based on one case company, the results can be compared with other studies. For ethical reasons these case organization will be called Service Oy through this thesis.

4 Results and analysis of the interview

4.1 Company description

The current chapter will present the results of the research. In the first section the case company will be presented followed by the results of the research what the Manager of Service Oy said in the interview the author will explain in her words. Service Oy is a small private company owned by two shareholders operating in restaurant services in the Helsinki city area. It consist of the following services; textile maintenance, laundry services, restaurant cleaning , washing dishes, other restaurants supports and product sales .The history of Service Oy dates back to 2002 when the owners agreed to start business together. And later the name changed and domain changed as well in 2006. The main target customers of the Service Oy are the Gourmet restaurant in the city of Helsinki.

The management system of Service Oy is based on balance score card, every month different target are achieved. The organization consist of two owners who are responsible for money issue and product sales, one book keeper, and other three supervisors who are responsible taking care of all the cleaning services, dish washing and other restaurant supports. The leading workers are cooperating to insure that the target is going to be achieved. The main point of the Balance Score Card is to achieve: investment in people and knowhow, well working and constantly developing processes, customers who are satisfied, efficient operations and best profitability of branch. The organization has 60 employees which include permanent employees and part time employees; in summer time they have 40 more extra employees due to the service demand.

The organization mission is to provide customers with high quality service which let them concentrate on the issue they master best, to render an experience to the customers and make them come again, knowing to provide experience and an excellent services, customer loyalties, profitable operations, keep the customers satisfied and provide them with added value which enables them yearly growth of 10%, to get new cus-

tomers in all services every month. The organization vision is to expand more in future to their customer's services, that all the dinning employees will be a part of Service Oy and this will give them competitive advantage of being the most diverse metropolitan area service support provider in Helsinki region.

4.2 Current position of the company

The company is in good position now as its customers oriented and their turnover for last year was about two million. The organization main competitors are Lindstrom, SOL and Global Siivous. Organization strengths is that they are located in the city centre close to their main target group that make it easy to reach their customers' needs and hence customers satisfaction . They are also a kind of small organization which make it easier to adjust changed easily compare to big organization. The organization use of technology is quite much in consideration and make it easy for the organization to be more systematic for example one contact number make it easy for the customer to reach them any time and get the service he or she want, the management has sign in- sign out system for the work force which provides them information in really time about the employees.

4.3 Swot analysis of the company

In the following part the author is going to make the company analysis using SWOT analysis to identify the company strengths, weakness, opportunities and threats. SWOT analysis is

4.3.1 Strengths

Location they are located in Helsinki where many customers can easily access and use their products, the organization is located in Helsinki. Their main target is to provide restaurants services in the Helsinki areas around esplanade. All their customers can easily find them in Helsinki this makes them to be more flexible as they can reach their customers more easily. The organization offer varieties of service at once to the customers this make them to have long relationships with the customers as they want to grow with the customers by offering services for long time, for example in the same

restaurants they provide them with laundry services, cleaning services, washing dishes, staffs if needed and other restaurants supportive services, so this provide the organization with bunch of benefits.

Their price strategies' is to offer quality service with low price, so this is strengths to the organization that they can easily capture big market easily as the competition is quite high everyone is fighting to get the some customer. Strength of the organization is that they are among of the few organization which offer laundry services, restaurants, hotels and private customers bring their own gourmets to wash and take them. In other laundries they operate in different ways the restaurants or hotels cannot bring their own gourmet to wash instead they must rent the gourmet from the owner of the laundry for example Lindström. Service Oy believes that in the near future restaurants and hotels will own their own gourmet, and stop renting business in that case the Service Oy can capture that market easily. Also they are small organization this makes them easily to adopt changing and be flexible depending with customers' needs, in the big organization it's not easy to adopt changing or to be more flexible but in the small organization changing can easily be made, for example if the restaurant needs some extra service they call and the organization can easy provide or do something without any problems in big organization it might take a little while.

The organization image is quite good and many customers have used their services so they are already known that help the marketing to be easier as the word of mouth believed to be strong and easily spread than other ways therefore organization believe that their brand image will be more strong the near future. In marketing the organization have their own website where customers can easily contact them, at the same time they offer only one number to their customers to contact them so that make it easy for the customer to get them and get all the service they need at the same time .The organization use of technology is quite much used and their future plan is to use more technology .They are image is good and many people have used their service. Known brand many people have used their services.

4.3.2 Weaknesses

Their website is only in Finnish so this might hinder the organization to go international in future, so it's good idea if they will consider putting an English version, Swedish and even Russian version also so that customers can be able to select the language they want to use in the website. Lack of using social networking in marketing the organization, As the social networking is becoming more and more marketing strategies company could take advantages of it , use of social networking to market their products for example Facebook can help to capture big market as Facebook is said to have 800 million viewers today. Another weakness is that the organization is concentrating only in Helsinki area and their main competitors are growing fast and take part in big area for example lindström they are in many places Helsinki, Vantaa, Espoo and even outside Helsinki, so the organization is at risk that they will be too small to compete against their competitors.

4.3.3 Opportunity

The organization brand image is very good and is well known in Helsinki. It makes it easy for them to get new customers. Organization is located in Helsinki where their main target customers are, so it's easy for them to provide services to their customers more easily. The organization is a kind of small organization, which makes it easy for it to be flexible and adjust to changes, which in part makes it easy for the customers to get the services without any problems. Organization's price strategies are quite fair compared to their main competitors; therefore customers are more impressed with that as well. The organization uses new washing technology and chemicals, which are more eco-friendly than old technology.

4.3.4 Threats

Lack of training from the employees makes it difficult for the employees to be more committed if they want to offer quality service. Language barriers is also a source of problems, as many of the employee don't speak Finnish language, some of them don't speak English language, and the language barrier can be obstacle for employee to create one community where they can all share the organization views. Lack of new mar-

keting strategies can be an obstacle for the organization to capture big market, for example lack of using social networking like Facebook or Twitter to market the organization can result to disadvantage, because it is now said that Facebook has more than 800 million viewers, thus the company could think about creating a page to social media to market the services. The employee's turnover last year was a little bit more, employees are coming and go. The turnover makes it hard to keep the level of experience of the employees high. The less the employee has experience the less quality he can offer to the customers, which can result to poor quality of the service.

4.4 Results from data gathering

The person interviewed was a manager and a shareholder of Service Oy. The interviewed person is a 40+ active woman with a broad point of view. Her background is versatile. She has engineering degrees in industrial management and clothing, and she is a vocational teacher educated at Haaga-Helia. She has experience in the industry of clothing for more than 25 years. She has worked in both practical and managerial positions. Her experience covers designing and sewing of clothes and accessories and management of services. She has worked for the Service Oy since the company was started in 2002. She had a central role in the initiation of the business and she is a central person in operating the present business. She has work experience from several posts including the Finnish Marimekko.

4.4.1 Interview results: Environment –Tangible factor

- organization equipment/tools (machines), and staff appearance

The interviewee described the organization equipment and staff appearance as very important asset to them. "We believe that having appropriate machine and good employees is the key for our success". The organization machines consist of the washing machines, ironing machine, dry cleaning machine, and packing machine, the maintenance of the machines is always done immediately when there is any problem by the maintenance company. The machines also checked annually for the trouble and they are maintained before they get broken. The

organization consists of two owners, four supervisors and approximately 60 employees and machines. Most of the staff is foreigners.

- Working environments and performance of employees

The organization things that multicultural atmosphere allows for a tolerant attitude towards other civilizations, it also contribute to the integration of immigrants into Finnish working culture, this make it easy for old employees to motivate new employees. The use of new technology in washing chemicals reduce the risk of pollution, the organization use new technology in washing chemical which allows the chemical to pass through pipe and goes to the machine through those pipe, therefore the chemical does not create any environment pollution this allows the workers do their work effectively.

The use of air-condition is very much considered so that the office doesn't get very much warm or very cold. The organization offer uniforms and all equipment needed at work to allow the employees to perfume their work effectively. "In our organization we have created a sense of togetherness by allowing our employees to work as a team, this gives opportunity for our employees to help each other in case of any trouble on the absence of the supervisors".

- Working environment

"Positive environment motivate our employee to be more creative and perform their work effectively". The organization use new washing technology which doesn't pollute environment in that case these chemicals does not affect the employee's wellbeing. Working schedule, availability of working equipment's make it easy for employee to perform their work for example uniforms, kitchen room, cleaning of the office is done once a week , break time, groves, ventilation all of this influence positive atmosphere. Signing in and out system allows the management to see how many hours the employee has completed at the end of the month. Cooperation among employee and the management create a sense of positivity among employee to feel the sense of belonging and this promote wellbeing of employees. Maintenance of the work building is checked

accordingly, there is air condition which allows the cool temperature inside the office.

- Service interaction and environment

In service contact the organization thinks it is important that the employees are neatly dressed and personal hygiene is in order. The employees should have his company business card while working with the customer's premises. "Our customers are the most important people in our organization, therefore it's important for the employee to care and treat our customers in friendly way". The employee must be able to communicate with the customer effectively in Finnish or in English if needed, thus the organization strongly believes that communication is a very important aspect during service delivery. The organizations also explained that it's very important for the employees to understand the specific needs of the regular customers in order to keep customer relationship, this also help to avoid some mistakes and reduce customers complains. The employee must be able to give attention to the customer and see if there is any trouble and try to fix it immediately for example showing positivity and smiling to the customers it's very important. The organization also believes that positive environment during service delivery create a picture that the organization is reliable and professionals and it care for their customers.

4.4.2 Interview results: Leadership – Reliability factor

- Service delivered on time

"Before the work, we usually arrange the timetable for one week ahead so every employee knows when and what time he or she supposed to be at work", when employee arrive at work the supervisor will tell him or her what to do in that day and if the supervisor is not around then she will write on paper who is doing what, that make it easy for every employee to know what she or he is going to do in that day. In the present of the supervisor he or she will inspect the work and give feed back to the employees for example in cleaning section. In laundry there is list of clothes which is going the next day so the employees will follow the working list and make sure that everything which is going the next day is done. And if it happen that there is so much work and the working list cannot be finished then the supervisor can arrange night

shift or can try to ask extra employee to come to work in that day and that is usually done early in the day when supervisor notice that there is so much laundry. There is also driving list that the driver every morning must check the driving list and there he will know what he supposed to deliver in that day so this is how the work is coordinated. Therefore by working list and driving list the work is done and delivered on time. The organization also use Tele-Time this system allows the employee to sign in with their mobile phone at work so the supervisor will know what time did the employee started work and when she finish work. The organization also offers one contact number to all the customers so this makes it easy for the customers to rich the organization at any time and gets service they need.

- As a supervisor leadership style/approach

Organization believes that the customers are the most important people in the organization. “Since we have four supervisor in the organization every one use is own style but at the end of the day the work must be done effectively without any mistakes”. The most used leadership style the organization described is guiding that the supervisors try to give guidance to the employee especially the new employees so that the will be able to do their work effectively. Also team work, the organization strongly believe in team work as the effective way to bring creativity and cooperation within the organization, therefore the employee are not left alone, but he or she will work together with others and try to help each other. The supervisor tries to communicate immediately if there is any mistake done and the employee will correct it so this is how the employees learn. Most of the time supervisor arranges the shift in a way that old employee and new employee work together in order to learn from each other. The organization is allows and give opportunity for every employee to express his problem freely and the supervisor will try to find a way to help the employee so that he or she will be able to perform his work. The positive atmosphere within the management allows everybody to interact with his supervisor at any time with no problem.

- Motivate and commitment of the employees

Since many employees are not permanent worker the organization try to motivate the employee by giving them some extra hours if the employee shows interest and he or

she is doing the job well. “We are willing to teach a new stage to the employees who are interested in and enthusiastic”. The employee who is willing to take responsibility and develop their work the organization is willing to give them more responsible work. Increasing salary is also one the reward organization offer to the employees to motivate them. Being crosser to the employees help to understand what kind of problem they are facing and the supervisor will easy find a way to help them.

4.4.3 Interview results: Communication –Responsiveness factor

- Ability of the organization in providing prompt (quick) service

The organization have actual system where the customers send a service request to an email that is displays for each supervisor phone, soon after the supervisor got the service request he or she will immediate communicate with the employee and discuss how are they going to do that job for example if its cleaning or dish washing, if its laundry the supervisor will also communicate with the laundry employees about the request and make sure that the requested service is given to the customers that make it easy for organization to serve the customer quick with no problems and thus hence customer satisfaction. “We believe that the customers are number one so in order to improve the internal organization there is need to communicate with the employees about customer’s request”. The organization are willing to serve customers at any time, the supervisor make sure that they are always available for the customers.

- Organization goal and vision to the employees

The organization allows new and old employees to read the company rules before the employee join and after the employee join to the organization. “Unfortunate our organization rules do not directly say about the organization goal and vision but the rules aimed at implementing the organization mission and vision”, in near future, the organization is planning to start promoting organization vision in action. “Our employees are instructed carefully what and how to do their work”.

- Employees’ willingness to perform their tasks and help to meet the company goals and vision

“Our organization rules and division of labour among the employees it helps the employees to know their responsibility at work”. The supervisor can ask the employees before making work schedule if the employee prefer morning, evening, night or weekend job this flexibility allows employee to work on his or her choice. The supervisors are always there to support the employee in any trouble that makes it easy to avoid mistakes. The employees are encouraged to support each other as well in the absent of the supervisor this allows everybody to work without any trouble.

4.4.4 Interview results: Organizational support –Assurance factor

- Employees support

One task of the supervisor in the organization is to insure the employees’ skill and to make sure that the employees are capable to perform their tasks. In some cases if it happen that the employee cannot perform task alone they try to change his position and take him or her to a group work in there he or she will learn from other employees, for example it happen some employee who couldn’t do dishwashing, the supervisor try to change him in laundry or he can change him to cleaning section and see if he fit there or not. “Our supervisor are trained well to help the employees in any kind of trouble they face this make it easy to solve our employees problems”. The employees individual are allowed to ask to their supervisor any kind of assistance they need this is among of the organization strategies to insure that the work is performed effectively.

- Employees education and knowledge

“We give orientation to the new employees and try to assist them to learn the organization rules and organization culture”. The older employees are controlled to stay on the right track although there is not so much training is given to old employee but the organization future plan is to give some internal training to all employees to keep the employees skills updated.

4.4.5 Interview results: Managing stress –Empathy factor

- Trust and confidence in customers and staff
- The organization reaches customers service trust, for example laundry comes in and out on schedule and the purity of the criteria is met, the organization expertise is good. In cleaning section the organization have had customers relationship for 20 years now, therefore the organization strong believe that the trust is achieved. “We discussed together with our customers and tries to understand their specific needs this helps us to meet our customer’s needs”. In cleaning section one of the employees is leading the others and helps to communicate the need of the other employees to the supervisor so this help the organization to fix if there is any problem and make sure that the work is done effectively. The organization have website where the customers can go and write complain and the management try to fix this problems immediately.

- Promoting wellbeing of the employees

The organization explains that they are committed to the organization of occupation health care for the employees who work full time can get this benefit; the company health care name is Diacor. The organization and health care have created an early treatment model, this model aimed to apply when an employee is seen to be feeling bad or much absent at work. The health care model also aimed to assist the employees who are addicted to alcohol or smoking by trying to help them to quite, though until now there is no case of alcoholic or smoking addiction happen but the health care can help if something like that will happen in future. The organization believes that the employees are in good health and this can be proved with less sick leaves in 2011 its only 9 employees who had seen the doctor few times, that shows the employees are in good health. Organization offer flexible working hours for extra employee that the employees can say if she or he cannot work in a certain date, the employee must inform the supervisor that he is not available in certain day so he or she does not get any shift, in that case this flexibility give freedom for the employee to work on their choice. “Our organization structure is not hierarchy this allows our employees to interact with the supervisors at any time if they have some problems, these create a sense of positivity-

ty and freedom to our employees to talk with their supervisors and discuss how to improve their work”.

- Work conflicts between employees

The organization explained that conflict always come at work place so what they do to help the employees they try to discuss about the conflicts open with the parties concerned. “We think that if the conflicts are not discussed and solved at a time it might cause more conflicts and thus will affect the employees work performance”. The organization helps to discuss with the conflicts which are related to work only. If the employees are fighting for their own personal matters the management doesn’t discuss about it. The model which has been developed by the occupation health care and the organization allows the supervisors to observe and discuss the employees’ problems even if the employees will not say it. In case that the conflict are so big and the management cannot handle it staffs placement is designed to prevent major conflicts.

- Attention to individual employees

“In laundry department our employees have advantage because the supervisors are always here to help the employees in case of any trouble (in laundry it’s where the main office is located) this helps the mistakes to be corrected as soon as it happen”. The employees in laundry department are allowed to interact with their supervisors and discuss about their working matter if something went wrong. However in cleaning department the supervisor are usually not there all the time, what the supervisor do is to teach the employee how to do his work and give him or her all the equipment needed and show him what he has to do every day and after that the employee can work independent, the supervisor will visit there very often to see how he is doing.

In case of big restaurant where so many employees are working, the management usually make one of the employee to be as a leader for others, this employee act as a middle man who job is to communicate all the problems and the progress of the other employees to the supervisors, in that case the supervisor can easily know what is going on in that particular area and he will immediate help if there is any kind of problem or if something is needed , most of the cases can be to get some extra workers. About

how they address their difficulties the interviewee said that if the employee come direct to the office and say what kind of difficult she or he is facing they are willing to help with that although it's very rare to happen in their organization. But also Diacor model which they have developed to assist and observe difficulties affecting employees for example stress or alcohol can be applied to the question.

4.4.6 Interview results: Managing diversity factor

- Multicultural and work performance

The background of the workers in the case company is versatile. There employees from different countries. "We have noticed that it's better to mix employees with different backgrounds or countries it help to reduce unnecessary discussions". Mixing the people into heterogeneous groups makes it easier to handle the cliques and political disputes which would emerge if all the workers shared the same ethnical background. The organization wants to make a combination of workers that fits well together by their character. The versatile background makes the attitude of the workers better towards work by not letting the cliques form. The multicultural work force affects the company in positive ways as employees can get opportunity to learn from each other, it's easy to solve problems with people who have different background, employees can make friends with their colleagues. However diversity affect in some negatives ways as well as the organization has observed that employees from the some background or country tend to have longer breaks due to different kind of attitude towards the concept of time. The way of communication and variation of the values at the work place differs by the background of the employees, which has to be taken into account by the management. The local working culture must be presented to the employees to get more out of them. Other kind of problem is gender issue due to the fact that in some other culture women are considered to be inferior, this affect the work performance negatively since it hard to work in a group where men doesn't feel comfortable to work with women or to take some instruction from women .Also individual characteristics everyone has its own characteristics and personality, sometime these characteristics and personality can became a source of conflicts and fight in a group.

- Organization culture

“It’s important for the employees to follow our organization rule when they join the company”. The supervisor gives the new employee orientation and the employee will get the general picture about the organization and what they are doing and what the employer expect from him or her, in this case the employee will be aware of the organization and what he or she is supposed to do. The new employee will be introduced to the old employee so that he get to know is colleagues. However before the selection of the new employee the management has some criteria to consider before to employ a new employee this include previous working experience in the related job, the employee must be able to speak whether Finnish language or English language, and applicant must be able to work with foreigners (not racists) the applicant must be able to work in a team. The interviewee thinks that all of this helps them to get good employees who can easily fit to the organization, however slowly the new employee will adapt to the organization culture. The organization insists on respecting each other, working as a team and forgets their difference. The most important thing is that all employees should understand that since they are working in Finland so the Finnish working culture is the one they must follow and respect.

- Challenges of multicultural

“The challenge of multicultural is quite small if every employee uses common sense, is open minded, and speaks loudly to each other then everybody will not feel his or her own differences”. The interviewee said that the multicultural within the organization brings no disadvantages, but it brings opportunity for creativity, learning new ideas and getting to know how people live in different places of the world. However there are few differences like the concept of time. According to the Finnish culture, the Finns think strictly and exactly about the concept of time. Since the organization has observed that people from other countries thinks differently about the concept of time, this is the first thing supervisor must go through with a new employee so that he or she learns and adopts into the Finnish concept of time. According to the organization experience concept of time is affecting the working performance as the employees can tend to have very long breaks, can come late at work and even not to come at all at work with no reason. Other issue relating to multicultural is people who pray and do fasting at work. According to the Finnish working law praying and breaking fasting is

excluded from the Finnish working culture, but they can be carried out on their own breaks (not at working time). Knowing about the differences in the level of voice reduces conflicts that arise from ignoring the different ways of using sound when speaking. Other problem in communication is that many employees don't speak Finnish language; lack of communication in Finnish language makes it difficult to communicate with the employees, so it is always needed to have somebody who can translate Finnish to English so that the employees understand.

5 Conclusions and implications

5.1 Conclusions

In this chapter, the conclusion for both research issues are presented, some suggestions will be made as to what the management can take into consideration. The next few sections, will present the conclusion for the findings of each factors starting with environment and tangible factor, leadership and reliability factor, communication and responsiveness factor, organization support and assurance factors and managing stress and empathy factor. These sections will follow by managerial implication and later future research will be presented.

5.1.1 Conclusions for the Environment – Tangible factor

As mentioned in literature review, the evaluation of quality service delivery depends of tangible factor and environment of the organization. These factors are important as it assist the organization to create an impressive appearance towards their customers in fact it benefit for the customers and organization if the environment are supportive during service delivery. It has been found during this research that having positive and supportive environment is very important if the organization want to deliver quality service .The organization is aware of these factors and is trying as much as possible to improve their environment in order to achieve high quality. This can be proved by the organization based on the profit and customers satisfaction up to now. The positive atmosphere during service delivery provide high service quality, therefore the organization needs to cement on it in order to achieve more quality. Providing positive working environment to the employees is very important for the organization to ensure more committed employees, as it has been proved that the more employees are committed to their jobs the more unlikely they will quit the job. The author has realized that there is need for the organization to communicate about safety and security plan of the working environment to the employees, for example using fire extinguishers if fire happens, they could use sign to communicate what to do if there is fire or any kind of

dangerous happen, this will help the employees to know what to do first if something happens.

5.1.2 Conclusions for the Leadership – Reliability factor

It has been found in the interview that Service Oy supervisors use different leadership style but at the end everything must be done as planned, although the most used style is guidance the supervisor work is to make sure that the employee are guided to perform their work efficient, this is done by giving the employee proper instruction before they start their work and the supervisor will inspect the work afterwards to see if the goal was achieved or not. The supervisors are well trained to lead the employee accordingly. Leadership and reliability plays great roles in service quality, the organization which manage its leadership style are in good position to offer high quality than those who don't. Good leadership and reliability can insure organization with happy employees who will be committed to perform their works and hence high service quality. The author thinks that since there is many different kind of leadership styles it is very important for the organization to understand their organization nature in order to choose the leading style which will suit the organization. Leadership style and reliability can affect the organization in positive ways as it can help to improve the wellbeing of the employees, more commitment and happy organization. In today business world many employees prefers to work in the organization which make them feel happy, give them less stress and help them to improve their skills and knowledge. Therefore the better the organization is the more employees will like to work. It has been proved that the good leadership style and reliability help to reduce employee turnover, thus the more the organization leadership is good the more employees will like to stay in the organization for very long time. Fail to lead the organization it can affect the organization in negative way for example more employees turnover, lack of commitment within the employees, more stressed employees and all of this will contribute to poor performance which in return will affect the quality of the service.

5.1.3 Conclusions for the Communication – Responsiveness factor

Buchanan & Huczynski 2004 described communication has a key role when the organization want to get all employees to strive towards the same goals it easy for employees to be more committed when they know what is happening in the organization and why in this context the organization which manage to communicate effective with the employee there in high position to achieve their organization goals than those who are not able to communicate effectively. From the findings and analysis, the Service Oy emphasized the importance of communication in order to reach their customers' needs and demands for example the actual system which enables customers to send a service request to an email that displayed for each supervisors phone. Supervisors and employees are willing to help customers in any situation this include delivering promised service efficiently. The top management communicate with the lowest management about all the matter concerning the organization this make it easy for everybody to know what is going on. Concerning the employees the management could also communicate more with the employees to know what kind of difficulties or challenges they are facing, this can be done via calling a meeting for all employees once in a while so that the employee could express their feeling concerning their work. The organization also should communicate about the company mission and vision to the employee this will allow the employee to be more efficient and committed.

The author has observed that there is many issues going on in the mind of the employees but they cannot speak it openly to the management, and these issues can be big sources of conflicts at works or in other ways can affect the wellbeing of the employees and hence poor performance. For example the issue of shift cancels or people getting less shifts, and gossips they contributed so much for poor performance and lack of motivation. Therefore the management need to communicate with the employees regularly and try to discuss about this issues together and solve it before the employee has decided to quit the job or feel he haven't been treated well. About other issues which affect working performance like gossips or speaking too much with no reason, the management can communicate about the employees in order to maintain the working culture and create a sense of positivity at work. If the communication is well managed the organization is in good position to achieve its goal and vision.

5.1.4 Conclusions for the Organizational support – Assurance factor

Due to the increased attention in the service economy researchers have linked organizational support to organizational commitment, job satisfaction, organizational citizenship behaviour (Babakus 1999) and employee's turnover (Boyle 1997). Thus the better understanding of organizational support may help the organization to reduce stress, conflicts, ultimately increase employee job satisfaction as well as organizational commitment and reduce employee's turnover. According to the finding it has been found that Service Oy strategies is to be closer to the employee and give them all kind of support they need in order to empower the employees to perform the work effectively.

Due to the fact that organization support and assurance plays a great role in increasing motivation among the employees it's important for the organization to take advantage of it. Supporting employees within the organization can ensure organization with high committed employees which in return will enhance high perfume. The author thinks that the issue of training new and old employee to keep their skills update plays a great role in service quality. In Service Oy most of the employees doesn't have any skills about the job, but they learn the job when they start to work and use their common senses. As far as the service quality is concern training must be provided to the employees once in a while, in this case the employees will take their job serious and thus will result to high quality services. Lack of training can affect the work negatively as the quality will be low, more unsatisfied customers and even reduce the organization profit.

5.1.5 Conclusions for the Managing stress – Empathy factor

Lowering stress and empathy plays an important role in promoting organizational wellbeing which in return can result to high service quality. The organization which manages to promote employee wellbeing it's more likely to succeed. Based on the results of this research Service Oy seem to be aware of their wellbeing and their trying as much as possible to improve it more and more. The health model which has been developed by the organization health care and Service Oy to help the employees who are facing difficult in their working life it's a good thing to promote employee health and

hence high performance. It has been found that the numbers of sick leaves are very few in Service Oy that shows the employees are in good health; there are no employees who are addicted to alcohol or drugs which is advantage to the organization. In my own point of view the organization could also pay more attention to encourage employees to promote their own wellbeing as well. This can be done by organizing some sport event for the employees to do some activities together, this kind of event could also help the employee to meet together and discuss their working matter, promoting meditation and yoga which doesn't cost so much. Having meeting with the entire employees some time could be advantages to the organization, through this meetings the management could get to hear what the employees has on their mind, this meeting could help the organization to realized the organization weakness and how to improve the organization. Employees are very important asset in any organization so it's very important for organization to understand how their employees feel in the organization, by doing that the organization will be assured with employees willingness to work, willingness to help customers and also happy organization, all of this together influence high service quality.

5.1.6 Conclusions for the Managing diversity factor

Due to the increase of diversity in labour force in today business world many researcher have shown the significance of the organization to manage diversity can be of high benefits (Kondola 1996). It has been found that in Service Oy the majority of employees are foreigners from different places of the world and their experience of multicultural has been positive to them. The organization has created an environment for every employee to work without sees his or her differences from the others. The organization has realized that mixing employees from different places it's easier than putting the same people with the same originals, for example putting Asians, African and other European nationality has worked better for them than putting all Indian or Nigerian together in one shift their experience is that they will have so much discussion and arguments about their countries for example politics or economics which organization thinks it affect working performance negatively.

The organization has also realized that foreigner's concept of time is a little bit different from the Finnish point of view, therefore the supervisor first job is to ensure that all the employee follow Finnish time if its 12pm it should be 12pm and not 12.5 or 12.30pm. This has also affecting break time be very long which organization is trying to work on it. Beside that the organization thinks that working with multicultural it affect organization positively as the more employees from different place working together it help the employees to became more creative and also to learn from one another and to understand how people live in other part of the world this has been very big advantages to the organization.

It has been found that adopting in the organization culture has not been difficult as the employees themselves understand their in Finland so the working culture in Finnish. Supervisor are trying to assist the new employee to adopt in the organization culture in the early stage when they start their job and after that the work is usually done in a team so no employee who is left alone. In this case Service Oy has tried its best to manage the diversity and this can help to increase high service quality.

5.2 Implication for managers

Service quality is more than on-going process that all the employee need to be committed to deliver it, the management should understand that they are playing a great role in enhancing this commitment within the employees that is why through promoting organization wellbeing the organization can ensure themselves with more committed employees, health employees and all of this influence customer satisfactions, because the more employees are committed their more likely to render experiences to the customers and hence more satisfied customers. The management should cooperate with the employees to get things solved before it cause a big problem later. The employees should be trained to understand the importance of every single activity that takes place and every single contact is an opportunity to prove customers high quality.

The current strategies of the Service Oy that the customers are the first priority to them and have been given a lot of attention is very good thing in ensuring customers satisfaction. However more attention needs to be given to the employees as well. The

employees need to be more trained to be capable to render experience which will exceed the customers expectation and hence quality to be perceived. The organization could set at least few seminars to speak with their employees about what should be done to improve their performance, the employees knowledge need to be updated all the time because this help to give alert to the employee that the organization want them to do this way. If the organization doesn't pay more attention to the employees and know what they are doing it might be risk and it can affect the service quality to be low.

The employees should be motivated to be willing to perform highly so that the customers will be satisfied. The organization need to understand that the more the employees are motivated the more their willing to cooperate and committed to perform excellence, on the other side if the employees are motivated it will help to reduce the employees turnover which it has been said to affect many organization today, it has been found with researchers that the employee turnover has some negative effects to the organization, therefore it's important for Service Oy to understand the value of employee in connect to the service quality.

To insure successful service quality the management should promote organization wellbeing, this will help to reduce the employees stress and enable them to focus on their jobs as mentioned in the literature review. In addition they should pay attention to employee earnings as well, because this has been said with many researchers that it's a reason why many employees quit their jobs, are suffering from stress, the issue of shift cancellation seems to affect employee in Service Oy based on my observation I observe that many employees are not happy about this since the less shift they get the less they earn in a month. Employee's losses motivation because of shift cancellation, management could try as much as possible to find a way in which their employees could get work and help them to earn enough salary to enable them pay their bills, this is another way to motivate employees.

The issue of training new and old employee should be given high priority, in today business world the competition is very high, the more the employees are well trained to

perform their work the more they will render unforgettable experience to their customers and thus will enhance more service quality. In Service Oy I believe that if the employees are well trained they are in high position to perform excellence, sometimes employees cannot perform good because there are not well trained or they are not well supported and motivated, so the management should understand the important of employees training in promoting service quality. There some training which doesn't cost so much for example setting a meeting with the employees for few hours and try to communicate with the employees on how they should improve their performance, how they could improve their service, and talk about how to correct mistakes which has happened in order to improve their service quality.

The organization need to communicate with the employees about safety plans in the office for example if fire happen or water is leaking or any dangerous thing what is the main things the employees should do, because it can happen and no one know how to use fire extinguisher or does not understand what exactly to do. I suggest they can write it in paper and put in the wall somewhere so that every employee can read it every time. Improving organization wellbeing there is some organizations which offer employees assistance, if needed the Service Oy can hire Employees Assistance Program (EAP) to help to promote the employees wellbeing. In Finland there is many of these organization for example Finland Employee Assistance Program is one company. EAP is a sort of organization which aimed to assist employees with any personal problems or issues that may have an impact on their work. If Service Oy thinks it's expensive to hire this kind of organization they can create their own employee assistance program to help to create some wellbeing activities to the employees in order to improve their health and create happy organization.

5.3 Limitations and ideas for further research

The study was made in one organization which operates in service economy. The company is very international when it comes to its employees' background, although the customers of the company are mostly Finnish organizations and individual customers. The data was gathered from one person only and this person had a central role in the operation of the organization. The author works for the organization which was

studies. It enables her to have an open view on how the organization operates in practice.

The size of the organization is small and there is not much hierarchy in it. Therefore it can be thought that the challenge of managing the staff is not big. The challenge comes from the versatility of the employees to be managed in the organization. The results of the thesis can be generalized to other service companies, which operate in service industry, provide services to customers and the domain of which is stable.

Further studies can be taken into consideration for example how employees in Service Oy promote their own wellbeing. Another potential area is to do survey in the customers and employees satisfaction this can help the organization to understand more about their customers and employees as well. Also study about managing diversity and its effect would help the organization to understand more about it diversity and how to manage it. The study about managing work conflicts and its effect would be benefit to service Oy as well. Finally, study about brand image and brand identity either from the customers or employees would also be interesting to detect where the organization image is standing in the minds of their customers and employees.

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